

Senior Review Committee Members

Robert M. Tobias, Technical Advisor

Robert M. Tobias is a Professor of Public Administration at American University where he also heads the Institute for the Study of Public Policy Implementation which brings together members of Congress, political appointees, career executives, union leaders, academics, and the consulting community to discuss and attempt to resolve public policy implementation issues. In addition, Mr. Tobias was appointed by the President and confirmed by the Senate in 2000 to a five year term as a member of the Internal Revenue Service Oversight Board.

Mr. Tobias also consults with a number of private sector and government clients on a broad variety of issues including strategic planning, alternative dispute resolution, interest-based problem solving, and training.

Prior to his work at American University, Mr. Tobias served for 31 years with the National Treasury Employees Union (NTEU) and from 1983-1999 as its President where he worked to establish collaborative labor management relationships with the goal of creating a workplace that is more satisfying, productive and delivers better service to the public.

Mr. Tobias graduated from the University of Michigan with BA and MBA degrees. In addition, he is a graduate of the George Washington University School of Law

Patricia Wallace Ingraham

Patricia Wallace Ingraham is Distinguished University Professor of Public Administration and Political Science at the Maxwell School of Citizenship and Public Affairs, Syracuse University. At the Maxwell School, she was also the Founding Director of the Alan K. Campbell Public Affairs Institute and the first Director of the Government Performance Project, a multi-year analysis of management capacity at the state, local and federal levels. Ingraham received her B.A. from Macalester College in St. Paul, Minnesota, an M.A. from Michigan State University, and her Ph.D. from Binghamton University. She is the author or editor of nine books on public management including *The Foundation of Merit* (Johns Hopkins) and *Government Performance: Why Management Matters* (Johns Hopkins University Press, 2003) and of numerous articles, chapters and monographs on the topics of administrative reform and human resource management.

Ingraham has taught and lectured widely throughout Europe, and in Canada, China, and Australia. She is a Fellow of the National Academy of Public Administration, an International Fellow at the Canadian Centre for Management Development, and an Eminent Scholar at the Chinese National School of Administration.

In the United States, she has served on the Department of Defense's Defense Science Board for Human Resource Management, the Public Advisory Committee for the U.S. Patent and Trademark Office, and the Comptroller General's National Advisory Board for the U.S. General Accounting Office. Patricia Ingraham was a Project Director for the Volcker Commission and authored its Task Force Report on Recruitment and Retention in the Federal Civil Service. She served as President of the National Association of Schools of Public Affairs and Administration in 1996-97. She was Chair of the Section on Public Administration for the American Political Science Association and has chaired numerous committees for ASPA, APSA, and NASPAA.

Ingraham received the Midwest Political Science Association's Herbert Simon Award for Career Contributions to Public Administration in 2000. She has also received ASPA's Levine Award for Excellence in Public Administration, the Mosher Award and the Career Award for the Study of Human Resource Management. She is a recipient of the Distinguished Research Award from the National Association of Schools of Public Affairs and Administration and the Distinguished Research Award from Syracuse University. In 2001, she received ASPA's Waldo Award for distinguished career contributions to the discipline of public administration.

Pete Smith, President and Chief Executive Officer, Private Sector Council

Pete Smith is President and Chief Executive Officer of the Private Sector Council (PSC), a nonprofit, nonpartisan public service organization dedicated to improving the efficiency, productivity, and management of the federal government through a cooperative sharing of knowledge between the public and private sectors.

Mr. Smith joined PSC after retiring as President and CEO of Watson Wyatt Worldwide, a global human resources consulting firm headquartered in Washington, D.C.

At Watson Wyatt, Mr. Smith consulted in areas ranging from executive compensation and performance management to global human resources strategy. His clients included major Fortune 100 corporations, start-ups, high tech firms, multi-nationals, professional services firms, family-held businesses, and nonprofit organizations.

In 1985, Mr. Smith was appointed Managing Partner of Watson Wyatt's San Francisco office. He was appointed to the Board of Directors in 1986, as Global Compensation Practice Director in 1987, to the Executive Committee in 1989, and as Managing Partner of the Washington, D.C. office (the firm's largest) in 1992. In 1993, he was elected President and CEO. In this position, he engineered a major transformation of the firm, strengthening its focus, improving its financial results, and substantially extending its worldwide operations.

Mr. Smith is active in civic affairs. He currently chairs the Board of Trustees at the National Rehabilitation Hospital and serves on the Boards of American University, the Nonprofit Roundtable of Greater Washington, and the Washington Council of Agencies.

He is also past chair of the Board of Directors of the Association of Management Consulting Firms and past Vice Chair of the Washington Performing Arts Center.

He and his wife Marcia live in McLean, Virginia.

The Hon. Maurice P. McTigue, QSO, Technical Advisor

Maurice McTigue joined the Mercatus Center in 1997 as a Distinguished Visiting Scholar after an illustrious career as a New Zealand Member of Parliament, Cabinet Minister and Ambassador. Prior to his arrival in the United States, McTigue led an ambitious and extremely successful effort to restructure New Zealand's public sector and to revitalize its stagnant economy in the 1984-94 period. He entered the New Zealand Parliament in 1985 and served as the National Party's Junior Whip. As Spokesman for Works, Irrigation, Transport and Fisheries, McTigue was closely involved in the deregulation of labor markets, deregulation of the transportation industry, and restructuring of the fishing industry through the creation of conservation incentives. In 1990, McTigue was appointed Minister of Employment and Associate Minister of Finance, holding primary financial responsibility for student loans, school funding, public transit, occupational licensing, and the restructuring of employment programs.

In 1991, McTigue accepted the positions of Minister of State Owned Enterprises, Minister of Railways, and Minister of Works and Development, and assumed the Chairmanship of the Cabinet's powerful Expenditure Control Committee. In each Ministry, McTigue applied results-based criteria to help clarify the organization's mission, analyze performance, and prioritize activities accordingly. In 1993, McTigue was appointed Minister of Labour and Minister of Immigration, continuing the application of results-based principles to employment law, occupational safety and health regulations, and immigration. In April 1994, he moved to Canada as New Zealand's Ambassador; concurrently, he served as non-residential High Commissioner to Jamaica, Barbados, Trinidad and Tobago, and Guyana.

In a ceremony at Buckingham Palace in 1999, Queen Elizabeth II bestowed upon McTigue the prestigious Queen's Service Order, in recognition of his public service. This is one of the highest honors attainable for civil service in New Zealand.

As director of the Government Accountability Project at Mercatus, McTigue is sharing the lessons of his practical experience with policymakers in the United States. He works with officials in the Administration, members of Congress and executives in scores of federal agencies on applying the principles of transparency and accountability in the public sector. He frequently speaks at conferences on performance issues and testifies before congressional committees on issues of government reform. McTigue co-authored the December 2000 Mercatus Center publication *Putting a Price on Performance: A Demonstration Study of Outcome-Based Scrutiny* and the 2nd Annual Performance Report Scorecard, a May 2001 study of federal agencies' effectiveness in communicating with the public, Congress, and other stakeholders about the results of their activities. In

addition, McTigue is a frequent contributor to national magazines and trade publications and he sits on the Performance Management Advisory Committee for the Commonwealth of Virginia.

Bernard Rosen, Technical Advisor

Bernard Rosen, Distinguished Adjunct Professor in Residence Emeritus, School of Public Affairs, American University, taught graduate courses in politics of administration, public personnel administration, public management, and ethics for public managers.

Prior to this 25-year second career which concluded in the spring of 2000, he was Executive Director of the United States Civil Service Commission, the central personnel management agency of the federal government. This culminated over 30 years as a career official in the U.S. Government, during which time he served in key positions in Washington, Cincinnati, Chicago, San Francisco, and overseas.

While most of his federal government service was with the Civil Service Commission, he was also Deputy Director and Director of Personnel in the Department of State, and Counselor for Administrative Affairs, U.S. Embassy, Athens.

He served on a number of interagency task forces established by the Executive Office of the President to deal with organization, management, and manpower problems. He was a member of the President's Advisory Council on Intergovernmental Personnel and a member of the Public Sector Committee of the National Commission for Productivity and Quality of Working Life. He is a Senior Fellow of the National Academy of Public Administration, a member of the American Society for Public Administration, and a member of the Cosmos Club.

His major published work is *Holding Government Bureaucracies Accountable*, now in its third edition (Praeger, April 1998). His essays have appeared in *Public Administration Review* and *The Bureaucrat* (subsequently retitled *The Public Manager*). During both his government and academic years, he testified before congressional committees and prepared papers for them on personnel management issues. He continues to advocate effective application of merit principles so that human resources management policies and practices of government agencies are fair: fair for the taxpayers, fair for citizens who may be interested in working in the civil service, and fair for those already in the civil service.

He has received numerous awards in recognition of outstanding service. A Phi Beta Kappa, he did undergraduate work in Political Science at the University of Alabama and graduate work in Public Administration at the University of Alabama and the University of Illinois. During World War II, he served in the U.S. Army. Married Adele Berman in 1942, they have two sons and three grandsons. Her "enormous contribution in research,

editing, and typing" is acknowledged in each edition of Holding Government Bureaucracies Accountable. In 2002, they celebrated their 60th wedding anniversary.

Michael Randall, National President, National Association of Agriculture Employees (NAAE)

Mr. Randall is serving his second two-year term as National President of the National Association of Agriculture Employees (NAAE). NAAE represents USDA-APHIS employees and Legacy-APHIS employees in the Bureau of Customs and Border Protection.

Michael Randall is a career Federal employee. He has devoted the past 20 years protecting American agriculture as an employee with USDA's Animal and Plant Health Inspection Service (APHIS), Plant Protection and Quarantine Division (PPQ). Since February 1992, Mike has worked in Honolulu as a full-time Plant Protection and Quarantine Officer. Prior to that, he was a PPQ Officer in Los Angeles. His wife, Naomi Wong, is also a PPQ Officer.

His prior union experience includes 12 years as National Western Regional Vice President of NAAE as well as holding a number of local union positions.

Mr. Randall obtained his Bachelors degree in Entomology from the University of Arizona. When Mr. Randall is not protecting American agriculture, traveling from Honolulu on behalf of the employees or inspecting baggage and cargo for USDA, he enjoys amateur radio, flying, remote sensing, and fly fishing with his daughter.

John Gage, National President, American Federation of Government Employees, AFL-CIO

As National President of the American Federation of Government Employees (AFGE), AFL-CIO, John Gage stands watch over the rights of some 600,000 federal and D.C. government employees. Gage, who leads the nation's largest union for government workers in some 1,100 locals in the United States and overseas, was elected national president at AFGE's 2003 National Convention in Las Vegas, NV.

John Gage has long been involved in AFGE and the labor movement. He has committed over twenty years of service as president of AFGE Local 1923 and as National Vice President of AFGE's 4th District. Under his leadership, Local 1923 experienced robust growth, making it the largest Local within the Federation. Gage brought that same energy for organizing to his role as NVP and initiated a new organizing program now familiarly called "Lunch and Learns." In fact, the new program helped the 4th District sign up 6,000 members in two years. In 1985, Gage stepped down as NVP to lead the successful defense of SSA against a well-financed membership drive by another union.

Gage began working for the federal government as a disability examiner for the Social Security Administration in 1974. He quickly became involved with AFGE and served as 2nd Vice President and editor of Local 1923's newsletter. He went on to serve as Executive Vice President before being elected President in 1982. Gage has served as chief negotiator for a number of national contracts and describes his work as a negotiator as a labor of love. He strongly believes that good contracts and the ability to enforce them are important keys to increasing membership.

Gage is proud of the true diversity established within Local 1923 under his leadership-including its members, staff, officers and stewards-and will bring the same appreciation for these values as the new leader of the Federation.

As National President, John Gage seeks to give emphasis to organizing, legal representation on behalf of Locals, and coordinated media activities. Gage believes that capitalizing on representational opportunities at the worksite, in the community and on the national scene draws attention to AFGE issues. This provides a new way of performing the most fundamental mission of AFGE-representation-and enables the union to strengthen each Local's ability to provide service, politically mobilize, organize and communicate.

Gage was born in 1946 and graduated from Central Catholic High School, in Pittsburgh, PA in 1964. He went on to study at Wheeling Jesuit University, graduating in 1968. His career includes a brief stint as a professional baseball player with the Baltimore Orioles (1968-1969) before joining Liberty Mutual Insurance Company to begin his work in social services.

Gage is married to Patti McGowan, a labor lawyer for AFGE Council 220 who does pro-bono work for the Maryland Disability Law Center.

Colleen M. Kelley, National President, National Treasury Employees Union

National President Colleen M. Kelley is the leader of the National Treasury Employees Union (NTEU), the nation's largest independent federal sector union. As the union's top elected official, she is at the forefront of NTEU's efforts to achieve the dignity and respect federal employees deserve. As spokesperson for the union, Kelley represents NTEU in the media and testifies before Congress on issues of importance to NTEU members and federal employees.

Kelley serves on the Internal Revenue Service (IRS) Modernization Executive steering Committee, with oversight of the IRS reorganization mandated by legislation. She serves on labor-management partnership councils for the IRS and the Department of Health and Human Services (HHS).

Kelley is a member of the Federal Salary Council, the Employee Thrift Advisory Council of the Federal Retirement Thrift Investment Board and a member of the Federal Employee Education and Assistance Fund's (FEEA) Board of Directors.

Kelley is a member of the Board of Governors of the Partnership for Public Service, committed to enhancing perceptions of public service and encouraging participation in public service. She served as a member of the Commercial Activities Panel, a special panel created by Congress to study and make recommendations regarding the practices and policies of contracting out federal programs and services to the private sector.

A NTEU member since 1974, Kelley was an IRS Revenue Agent for 14 years. She served in various NTEU chapter leadership positions, including chapter president of NTEU Chapter 34 in Pittsburgh, Pennsylvania.

In August 1999, delegates to NTEU's 47th national convention elected Kelley National President. She received 93 percent of the votes cast.

A Pittsburgh native, Kelley joined the IRS upon graduation from Drexel University, with a bachelor's degree in accounting. She also earned a master's degree from the University of Pittsburgh and is a certified public accountant (C.P.A.).

Marta Perez, Associate Director Human Capital Leadership and Merit System Accountability, OPM

In November 2002, Marta Brito Pérez was appointed to one of OPM's four new Associate Director positions. Ms. Pérez leads OPM's technical assistance and accountability efforts across the Government, which includes the President's Management Agenda (PMA) scoring of agency's Strategic Management of Human Capital. In this capacity, Ms. Pérez will lead the strategic transformation of Governmentwide human capital management, with the goal of building high-performing organizations with high-performing people. Her work engages human capital programs, practices, and outreach activities and facilitates the delivery of technical support, advice, innovative best practices and assistance to agencies and stakeholders across the Government.

"Strategic Management of Human Capital" is the first Governmentwide initiative in President Bush's Management Agenda. The ability to create an effective Government depends, in part, on its ability to develop and attract quality employees and to motivate them to perform at high levels. OPM has the lead for developing criteria to measure agency success on the Human Capital Initiative, for providing tools and consultative services to help agencies succeed, and for evaluating Governmentwide transformation.

Before joining the OPM team, Ms. Pérez served as Director of the Office of Human Resources for the Montgomery County, Maryland government. In that position, she oversaw all aspects of human resources management for more than 10,000 county

employees and 4,000 retired employees and their dependents. She served as the chief negotiator for the County's collective bargaining process, modernized the philosophy and technology of her department and incorporated data analysis techniques to direct HR into value-added functions. She also developed and supported a diversity program and represented the County Executive on issues relating to the Hispanic community.

Prior to her appointment in Montgomery County, Ms. Pérez served 19 years as a manager with the International Association of Chiefs of Police (IACP), where she held a variety of assignments dealing with domestic and international law enforcement organizations.

Ms. Pérez has a M.S. degree in Organization Development and Human Resources from Johns Hopkins University along with a B.A. in Criminology from the University of Maryland. She studied at Harvard University John F. Kennedy School Executive Program of Government for Local and State Officials. In 1998, Pérez received the International Personnel Management Association's Award for Excellence.

Steven R. Cohen, Senior Advisor for Homeland Security, OPM

Steve Cohen serves as Senior Advisor for Homeland Security to Director Kay Coles James at the U.S. Office of Personnel Management. During his 40-year Federal career, Steve has held most major positions at OPM including service as Acting Director of the agency, Senior Policy Advisor to the Director, Associate Director for Merit Systems Oversight and Effectiveness, Director of the Office of Workforce Relations, and Regional Director of OPM's Chicago Regional Office. In his present position, Steve represents Director James in all matters associated with the stand-up of the Department of Homeland Security and the development of an HR system for the Department that meets the critical needs of the mission of the Department while protecting the civil service rights of its 180,000 employees.

Mr. Cohen is a two-time past Chairman of the Chicago Federal Executive Board also served as Federal Coordinator of the Interagency Savings Bond Committee for the State of Illinois. He is a former member of the Public Administration Advisory Council of the University of Illinois at Chicago and a past Chairman of the Combined Federal Campaign for the Chicago Metropolitan area. Mr. Cohen also served as an Adjunct Professor of Public Administration at the Illinois Institute of Technology for eight years.

Mr. Cohen has received numerous awards during his long career including the Presidential Distinguished Executive Rank Award from both President Reagan and President Clinton, the Director's Meritorious Service Award from Director James at OPM, and the Distinguished Service Award from the Federal Emergency Management Agency. In addition, he recently received the Elmer B. Staats Award for Accountability in Government.

Ronald P. Sanders, Associate Director for Strategic Human Resources Policy, OPM

Dr. Ronald P. Sanders currently serves as the Office of Personnel Management's Associate Director for Strategic Human Resources Policy, a newly created position that oversees the development of HR strategies and policies governing workforce planning, employment and staffing, training and career development, compensation and performance management, leadership and executive resources, retirement and insurance programs, workforce relations, employee accountability, and HR information systems for the Federal government's almost two million employees.

From 1998 until his 2002 appointment with OPM, Dr. Sanders served as the Internal Revenue Service's Chief Human Resource Officer. In that capacity, he played a key leadership role in the Service's historic restructuring and was instrumental in establishing an innovative college recruiting strategy, a revolutionary performance-based pay system, and benchmark e-learning and leadership development programs for the agency's 100,000 employees. He received his second Presidential Rank Award for these efforts, as well as three Commissioner's Awards (the Service's highest honor). From 1990 to 1998, he served as the U.S. Defense Department's Director of Civilian Personnel, with responsibility for personnel and equal employment opportunity policies and programs covering the Department's one million civilian employees; he also founded the Defense Civilian Personnel Management Service (DCPMS) and served as its first Director and CEO. Dr. Sanders received his first Presidential Rank Award, as well as the Defense Civilian Service Medal, for his contributions to DoD. From 1974 to 1989, he served in variety of leadership positions with the Department of the Air Force, eventually becoming its Deputy Director of Civilian Personnel (SES).

While with DoD, Dr. Sanders took an Intergovernmental Personnel Act assignment, first as Eminent Professor of Public Administration Practice with Syracuse University's Maxwell School of Citizenship and Public Affairs, where he established and directed Maxwell's Washington, DC Center for Advanced Public Management (1996), and then as Professor of Public Administration with the George Washington University's School of Business and Public Management (1997). In that latter capacity, he founded and directed its multi-million dollar Center for Excellence in Municipal Management, a unique public-private partnership chartered to help the city of Washington, DC rebuild its leadership and management capacity.

Dr. Sanders earned his Doctorate in Public Administration (DPA) from the George Washington University in 1990. He has an undergraduate degree in business management from the University of South Florida (where he received their 1993 Alumni Award of Merit) and a Master's Degree in human resource management and industrial relations from the University of Utah, and has been inducted into three national academic honor societies. He was also a Senior Executive Fellow at MIT's Sloan School of Management (1987), as well as a Legislative Fellow with the Senate Governmental Affairs Committee (1989).

Doris Hausser, Senior Policy Advisor to the Director and Chief Human Capital Officer

Doris is special advisor to the Director of the U.S. Office of Personnel Management for strategic initiatives. She has served as Chief of OPM's Performance Management and Incentive Awards Division and was responsible for developing Government-wide regulations, policies, and programs for the Federal workforce, including pay-for-performance systems. Doris received her B.A. from Albion College and an M.A. and Ph.D. in Organizational Psychology from the University of Michigan. She has co-authored books and articles in survey research, organizational development, and public management. She served as a faculty member for the American Compensation Association and as a consultant to the Executive Education Center of the University of Michigan's Graduate School of Business Administration.